"I heard it through the Grapevine "

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Your feedback is appreciated.
Software Center: 1-888-616-7598

1. **CMM Based Insight: Lead - Lisa Ming**
    Information Memo 00-170 was released last week with the current initiative status http://www.dcmc.hq.dla.mil/onebook/4.0/4.3/dc00-170.htm Phase II pilot testing will begin in June 2000 at seven CAO sites.

    CAOs, which volunteered for the Phase II pilots, are Sunnyvale, Sikorsky, Owego, Boeing-Philadelphia, and Clearwater (mentioned in the information memorandum). In addition, (as stated in the memo) we are looking for two additional DCMDW CAOs. Denver has volunteered and so we are looking for one other. Volunteering involves the CAO Commander's commitment to switch to CMM Based Insight operations. It is an excellent opportunity to be on the ground floor of this initiative and influence the process. Thus, if you reside in a DCMDW location and are interested, discuss up your chain through the CAO Commander and let us know. Prior to pilot testing, the CAO will receive the necessary training for the switch in operations.

    The purpose of the Phase II Pilot is to 1) Verify the approach, 2) Validate the data collection mechanism, and 3) validate the necessary training. We will have the results of the Phase II pilot testing as a major discussion topic at the Sep 00 DCMC Software Symposium

2. CMM Based Insight - Big Picture: Lt Col Lang

CMM Based Insight is a powerful initiative. It allows us to talk the common language of the DoD, the program offices we support, and those contractors who have adopted the Software Engineering Institutes CMM approach. Below I summarize the benefits this initiative will bring to the acquisition community;

A. Eliminate or reduce duplicative reviews: We have already seen how DCMC has eliminated duplicative program office reviews (of software process maturity) where we have had detailed quantitative data per the CMM. With this initiative, DCMC will be able to provide this information on all contracts, which we oversee. We also open the possibility of eliminating or reducing the scope of software capability evaluations.

B. Risk Reduction: The process used in software development is the single most critical aspect in determining software quality. As backup to this statement I offer the examples given in the recent brief
http://www.dcmc.hq.dla.mil/dcmc_o/ob/swctr/news.htm#Briefings (click 16 Feb 00 Brief) or the Air Force Institute of Technology Study relating CMM maturity to project performance http://www.dcmc.hq.dla.mil/dcmc_o/ob/swctr/news.htm#CROSSTALK (Click Sep 95 article). Thus it makes sense that this is the area we concentrate our DCMC efforts.

C. Consistent application across the Command: Any program office (or other DoD agency such as the Defense Contract Audit Agency) can contact any DCMC CAO and get the same type information.

D. It is what the customer needs: The recent DoD policy change (For Acquisition Category I programs and guidance for lesser programs) requires new acquisitions be granted only to contractors operating (or have the ability to operate) at CMM Level 3 (or equivalent) http://www.dcmc.hq.dla.mil/dcmc_o/ob/swctr/news.htm#Department Thus DCMC data would provide a great assist to program offices. The key is that we are providing data in the common DoD language and thus the possibilities for assistance are endless. Here are a couple examples;

A. Situation: A program office was concerned with poor software quality. The contractor had a recent internal appraisal resulting in a rating at CMM Level 2. The results are questionable and the program office stated in frustration "You are not even at level 1". The contractor software manager is concerned with software quality but is unable to get support from his management to implement changes he (contractor software manager) feels are necessary. Frustration is high. The DCMC CAO has no data (in the CMM language to support either position).
Action being taken: The CAO Commander wants to implement CMM Based Insight. They have volunteered as a Phase II pilot to get an early start. There

are two immediate short term benefits. 1) The contractor will be conducting another internal appraisal (CMM Based Appraisal for Internal Process Improvement) in the late fall. The CAOs experience in CMM Based Insight will give them the background and experience to participate on that review team. Participation on the internal review is at the discretion of the contractor and the CAO Commander has already approached the contractor. Participation provides the opportunity to get a realistic picture of maturity and resolve concerns at the lowest level. 2) Regardless, the CAO will be capturing the data per the CMM. Areas of concern or high risk can be raised at the DCMC Management Council. Here, we have a unique situation where the DCMC data might be used by the contractor software program manager to get the changes he feels necessary from his management.

B. Situation: A program office is concerned with poor quality software. It is an Acquisition Category I program and the contractor is operating at CMM level 1. The contractor and program office have developed a roadmap by which the contractor will reach CMM level 3.
Action being taken: The CAO is operating in a partial CMM based environment. However, they are working with the program office and contractor in accordance with the roadmap. The CAO has volunteered as a CMM Based Insight Phase II pilot for two reasons. 1) To make their CMM based operations more robust and 2) To take the lessons learned of their actions with the program office and contractor to ensure the Command initiative represents the optimal field implementation. DCMC now sits on the contractors Systems Engineering Process Group which is responsible for implementing the roadmap. There will be two interim reviews culminating with a Level 3 appraisal. The contractor has agreed to allow Government participation at all reviews. DCMC, as the on-site Government representative, will be the lead at one of the reviews and the final appraisal. DCMC keeps the program office (and MAJCOM Commander via the CAO Commander) appraised of developments in terms of the CMM.

3. Software Center Position: Lead - Lt Col Lang
The high grade waiver to fill the vacant software center position was approved by HQ on 24 Mar 00. HROC is still processing the applications. There were apparently seventeen applicants. Once HROC is done, an independent team still must rank order applications per the JOA criteria. I will get the listing of the top ten candidates and hope to conduct interviews in late April.

4. Grapevine Feedback: Lead - Lt Col Lang
Hopefully you find the grapevine of value. Feedback has been good but too many calls seem to start with "Sorry to bother you but…" If you have a comment, question, concern, or suggestion, please give myself or someone at the Software Center a call or e-mail. Field feedback is essential. I am especially interested in constructive criticism or suggestions to better our initiatives.

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